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Assistant Secretary
of the Army
(Installations and Logistics)
Harold L. Brownman

Deputy Chief of Staff
for Logistics
Department of the Army
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Staff Artist
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ABOUT THE COVER

The rapid movement of men and materiel is an undisputed Army requirement. It is also expensive. The commander of the Military Airlift Command, in the story beginning on page 2, tells how the costs are derived. (Photos courtesy of the United States Air Force).

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The mission of ARMY LOGISTICIAN is to provide timely and authoritative information on Army and Defense logistics plans, policies, doctrine, procedures, operations, and developments to the Active Army, Army National Guard, U.S. Army Reserve, civilian employees of the Army, and the public. ARMY LOGISTICIAN is published to increase knowledge and understanding of logistics and assists in accomplishing the information objectives of the Department of the Army.

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Articles, photographs, illustrations, and items

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Rules for Meetings

Everyone knows the value of his own time and everyone hates to have that precious time wasted. One of the most frustrating time wasters is a poorly planned and conducted meeting or an unnecessary meeting. Lieutenant Colonel George C. Wallace recently told *Army Logistician* magazine that, "During the past five years, I estimate that half of the time I spent in meetings has been wasted. This was confirmed by a detailed account of the meetings I attended during a recent 30-day pe-

riod. The average was three hours of meetings per week, or 156 hours a year."

Some rules offered by Colonel Wallace should be helpful to those who conduct meetings and to those who attend. When appropriately applied, these rules will undoubtedly save a great deal of that valuable commodity—time. In his postscript, Colonel Wallace reveals, "this list was outlined while attending a two-hour meeting that should have lasted not more than 30 minutes."

- Don't have a meeting unless it is necessary. Perhaps the information can be exchanged through phone calls or memoranda.
- Determine the purpose of the meeting. Will it produce a decision or provide information?
- Prepare a specific agenda of key issues and distribute it in advance.
- Invite only those individuals necessary to accomplish the purpose of the meeting.
- Determine who will chair the meeting. One person cannot control the meeting and actively participate at the same time.
- Never schedule a meeting for the last hour of the working day unless absolutely necessary.
- Make administrative arrangements. Should it be a sitdown or standup meeting? (Standup meetings save a lot of time!) Should it be a roundtable discussion or classroom lecture? Have handouts and guidelines available, if necessary.
- Start on time. Latecomers will get the message!
- Conduct the meeting in a firm businesslike manner. Maintain control, summarize frequently, and cut off long-winded speakers when they have made their points.
- At the end, sum up the conclusions, decisions, and followup actions, and circulate copies of the minutes, if available.

